

Office of Strategic Planning & Management: FY 2017 Operating Plan

OSPM's vision is for the office to be a trusted resource to our internal partners and for HUD to be a model of superior performance in the federal government. OSPM will achieve its vision through practicing and advancing 1) project management discipline and best practices, 2) cross program collaboration, and 3) robust use of data to drive decision-making.





Purpose and Scope of Work

We see ourselves as promoters of improvement and change within the Department. We will continue our internal consultant roles by coaching HUD employees and leaders in pursuit of project accomplishment. Additionally, we will be the driving force behind process improvement and change management to continue the culture change needed to transform HUD.

We will do this by: 1) fostering operational process improvement and change management capacity throughout HUD; 2) encouraging the use of existing project management fundamentals; 3) supporting implementation of priority projects; and 4) enabling cross-office collaboration.

Vision for FY 2017

The Transformation Division is seen as the Department's internal consultant center, providing project management guidance and continuous process improvement services.

Team Capacity Building

- 1) Establish a department-wide Continuous Process Improvement program.
- 2) Establish a marketing campaign to increase awareness of Division services.
- 3) Establish standards and procedures for providing support to various projects focused on building project managers' capabilities.
- 4) Provide support to priority projects.
- 5) Improve team members' coaching, mentoring and advising capabilities.

Transformation Division FY 2017 Milestones

1. **Process improvement**
 - Establish HUD Community of Practice by January 2017
 - Initiate 5 Toyota Production System process improvement projects in Q1
 - Establish 5 internal CPI projects each quarter leading to 20 improvements
 - Support HUDLearn for HUD-wide coaching training for all supervisors
2. **Transformation Division marketing**
 - Develop plan by November
 - Start orientation training by end of 2nd quarter.
3. **Standards and procedures for project support.**
 - Publish project support handbook by January 15
4. **Support to priority projects.**
 - Quarterly Management Review support throughout year.
 - Administration transition support as required.
 - Integrate Enterprise Risk Management Function.
5. **Division CPI Training**
 - a. All team members attend coaching

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Performance Management Division



Purpose and Scope of Work

The Performance Management Division comprises three interrelated projects, each of which plays an important role in supporting the agency's performance management activities.

The Division is responsible for preparing for and executing the **HUDStat** quarterly APG review meetings and annual strategic review meetings, as well as for following up on post-meeting action items to ensure that the agency makes progress towards its priority goals. One of the primary objectives of HUDStat is to develop new performance measures for inclusion in the Department's Annual Performance Plan (APP), particularly outcome metrics.

The Division runs the Department's **Performance Planning and Reporting Process** - facilitating the development of the agency's major performance documents (the Strategic Plan, the Annual Performance Plan, and Annual Performance Report); managing reporting to the government-wide website *performance.gov* for public reporting; and representing HUD to OMB and the Performance Improvement Council (PIC).

Finally, the Division contributes to the Department's **Data Management Policies and Procedures**. Historically, this has been through development and utilization of the HUDStat Business Intelligence (BI) tool which is designed to facilitate agency-wide data-driven decision-making by providing customizable views of performance data to the entire Department.

Vision for FY 2017

In FY 2017, the Performance Management Division aims to 1) clearly define the Department's strategic direction for the coming four years by composing the Department's Strategic Plan; 2) strengthen the Department's Annual Performance Plan by using the HUDStat process to identify additional performance measures, particularly outcome metrics; 3) instill the value of the performance planning and reporting process across the Department, as evidenced by timely submission of performance documents; and 4) shape the direction the Department is headed with regard to data management for the next several years by serving as a member of the DATA Act coordinating committee. Finally, the division will serve as consultants for internal partners on projects such as the Department's Executive Operations Council, FEDStat, and other projects that arise.

Team Capacity Building

Team capacity will be strengthened over the course of FY 2017 as follows:

- Each analyst will pro-actively develop substantive expertise in relevant components of our strategic objectives, including program basics, policy context, and emerging issues (pending regulations, IG findings, etc.)

Performance Management Division FY 2017

Milestones

- **Milestone:** Submit completed APR to OMB. *Planned Completion Date: 1/31/2017*
- **Milestone:** Submit completed APP to OMB. *Planned Completion Date: 5/31/2017*
- **Milestone:** Submit completed Strategic Review Summary of Findings to OMB. *Planned Completion Date: 6/2/2017*
- **Milestone:** Submit full draft of Strategic Plan to OMB. *Planned Completion Date: 9/30/2017*
- **Milestone:** Submit final draft of Strategic Plan to OMB. *Planned Completion Date: 12/22/2017 (FY 2018 Milestone)*

Metrics

- **Metric:** Number of field engagements in support of developing the Strategic Plan. *Target: 12*
- **Metric:** Percentage of delayed quarterly APG submissions to performance.gov. *Target: <20%*

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- Analysts who are not leads for strategic goals or Agency Priority Goals will develop and expand expertise in industry-leading practices for performance management, business intelligence and analysis, data transparency, strategic planning, and other subjects related to their project portfolio.

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Grants Management & Oversight Division



Purpose and Scope of Work

The Grants Management & Oversight Division will increase its effectiveness in providing oversight of HUD's competitive grant portfolio, including policy development and implementation, standardizing and streamlining procedures, and implementing agency-level performance reporting. The Division will continue active participation in inter- and intra-departmental efforts related to data transparency and accountability.

Vision for FY 2017

In FY 2017, the Grants Management & Oversight Division will:

- 1) Increase the use of GrantSolutions for application review and rating;
- 2) Fully implement use of GrantSolutions for awarding all discretionary funds except Continuum of Care (CoC).
- 3) Maintain active and updated communication platforms, including AskGMO sessions, GMOHome (SharePoint site), GMO presence on hud.gov. Initiate AskGMO listserv email group and re-design and update hud.gov presence.
- 4) Develop risk assessment framework in compliance with 2 CFR 200.
- 5) Launch Standards for Success pilot collecting standardized data from 1,000 grantees funded through the Housing Opportunities for Persons with AIDS (HOPWA), Multifamily Housing Service Coordinators, and Resident Opportunity and Self-Sufficiency Service Coordinators (ROSS).
- 6) Expand and update e-library for Codes of Conduct to ensure compliance with 2 CFR.318.
- 7) Continue efforts to optimize GMO structure and size.

Team Capacity Building

Expanded use of GrantSolutions for award, expansion of e-library for Codes of Conduct, planned implementation of Standards for Success pilot, standardizing pre-award risk assessment, possible pilot of grant closeout in GrantSolutions, and assumption of duties currently conducted by contractors means a realignment of staff workloads. GMO currently has 10 staff including the Division Director, with contractor support representing approximately four positions. If GMO had 15 staff, the need for contractor support could be virtually eliminated. Team capacity will be strengthened during FY 2017 as follows:

- Portfolio Managers will pro-actively develop substantive expertise in GrantSolutions and provide support and technical assistance to program offices throughout the grants lifecycle.
- The GMO team will also strengthen skills to enhance our role as a trusted resource for internal partners, related to GONE Act, Data Act, 2 CFR 200, best practices for grant-making, and Plain Writing.
- Team members will collaborate on development of policies, procedures, guidance, and communication documents.

Grants Management & Oversight Division FY 2017

Milestones

- **Milestone:** Expand GrantSolutions implementation for application review. *Planned Completion Date: 6/30/17*
- **Milestone:** Expand use of GrantSolutions for awarding competitive funds for all programs except Continuum of Care. *Planned Completion Date: 8/1/17*
- **Milestone:** Conduct Standards for Success pilot in GrantSolutions. *Planned Completion Date: 9/30/17*
- **Milestone:** Complete Code of Conduct e-library update. *Planned Completion Date: 6/30/17*
- **Milestone:** Deploy re-designed and updated GMO and grants pages on hud.gov. *Planned Completion Date: 1/31/17*